



John Molson
School of Business
Concordia University

NEWSLETTER NOVEMBER 2001

.. 1 NUMBER 2

NEW

BIZ

JOHN MOLSON SCHOOL OF BUSINESS RANKS AMONG THE THREE TOP CANADIAN BUSINESS SCHOOLS IN THE FINANCIAL TIMES SURVEY OF EXECUTIVE MBA PROGRAMS

EXECUTIVE MBA PROGRAM ACHIEVES INTERNATIONAL ACCLAIM

John Molson School of Business was one of only three Canadian business schools to even make the list, ranking 44th in the world in the first ever Financial Times of London (UK) ranking of Executive MBA (EMBA) programs. JMSB also ranked 1st in the percentage of women students in the program and 4th in terms of the percentage of international faculty teaching at the School.

"We are extremely proud of this major accomplishment," said Dr. Jerry Tomberlin, Dean of the John Molson School of Business. "Our Executive MBA program is the second oldest EMBA in Canada and the only Montreal-area business school EMBA to be in the Financial Times top 50 EMBA ranking. The Montreal business community perceives our program well and enrolment has increased by 30% over last year. The student portion of the survey was sent to 1998 alumni and, on average, our students saw their salaries climb 76% over the three-year period since graduating from the EMBA. Our congratulations go out to Ivey who ranked 15th and Queen's who ranked 38th."

For the Financial Times' inaugural 2001 ranking of Executive MBA programs, the magazine invited 72 schools to participate from the hundreds offering Executive MBA

programs. The top 50 schools were then ranked based on responses to two questionnaires, one of which is completed by each business school and the other by the school's 1998 alumni. Business school rankings were determined by their performance in three broad areas: the career progression of graduates, diversity and international experience and research. All ranked business schools had to be in existence for at least five years. Our pride is hard to contain. The advertisement that we placed in The Montreal Gazette and The Globe and Mail (Eastern Edition) on November 14, 2001 speaks for itself.

ANOTHER SOURCE OF PRIDE

At their fall convocation, the University of Guelph bestowed a Doctor of Science *honoris causa* on Dr. Michel Laroche, JMSB's marketing professor and the Royal Bank Distinguished Professorship in Marketing. An edited version of his address is available at www.uoguelph.ca/atguelph/. Click on "insight" on the menu at the left.

www.johnmolson.concordia.ca

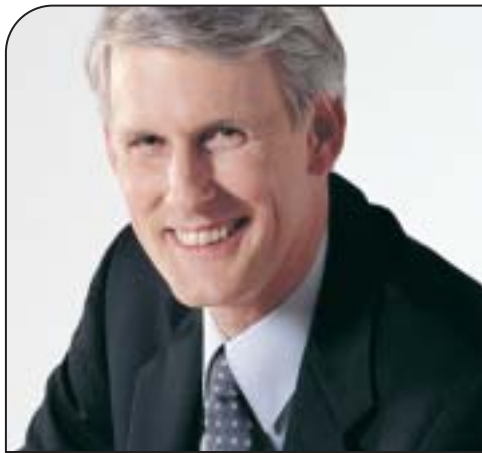


The old man would be proud.

John Molson School of Business is proud to announce that it is one of the top 50 business schools in the world in the Financial Times top 50 EMBA program worldwide. This ranking is determined by the performance of graduates, diversity and international experience, and research. Add to this the fact that, on average, our 1998 EMBA graduates saw their salaries climb 76% since graduation, there is no question that our EMBA program is an outstanding choice for business professionals seeking higher learning. To find out more about the John Molson School of Business EMBA program, call Lucille Hynes at 514-343-8488 or visit our Web site.

The John Molson School of Business is a member of the Association of MBAs (AMBA) and is also a member of the Association of MBAs (AMBA) and is also a member of the Association of MBAs (AMBA).

 Executive MBA Program
ambambmb



Jerry Tomberlin, Ph.D.

A WORD FROM THE DEAN

November 15, 2001 was the first anniversary of our name change to the John Molson School of Business. It has been a truly fantastic year and I would like to share some of our success and sources of pride.

START SPREADING THE NEWS

As our cover story boasts, our Executive MBA Program has achieved international acclaim by being ranked among the top three EMBA Programs in Canada and 44th in the world by the Financial Times of London (UK). In addition, it was ranked 5th in Canada by Canadian Business Magazine.

GRACE UNDER FIRE

We are extremely proud to feature our Commerce and Administration Student Association (CASA) President, Cristelle Basmaji. She has been involved in student government since arriving at our doors and she is doing an incredible job increasing student involvement in all CASA's activities and organizing new and exciting activities at the undergraduate level.

AVIATION MANAGEMENT - NOW MORE RELEVANT THAN EVER

Developments in our Aviation MBA Program included launching an International Centre for Aviation Management Education and Research. The Centre will stimulate research and advance teaching and delivery methods for the aviation industry worldwide. Its first initiative was hosting a very successful and high-profile Aviation Management Education and Research Conference. In addition, the annual meeting of the Council on Aviation Accreditation was held in conjunction with the conference and established its international office at JMSB.

TWO NEW ENDOWED CHAIRS

Dr. Lawrence Kryzanowski, Professor of Finance has been appointed to the *Ned Goodman Chair in Investment Finance*, which was funded by a generous donation from Toronto investment counsellor, Mr. Ned Goodman, Chairman, President and CEO of Dundee Bancorp Inc. and Chairman of Dynamic Mutual Funds Ltd.

Dr. Michel Magnan, Professor of Accountancy has been appointed to the *Lawrence Bloomberg Chair in Accountancy* funded by a major donation from businessman, Mr. Lawrence Bloomberg. Mr. Bloomberg, a Director and Advisor of the National Bank of Canada and past Co-Chairman and Co-CEO of National Bank Financial, graduated from Concordia with a B.Comm in 1963.

Our Business School has the highest per capita research output of any school in Quebec. Establishing these new research chairs will help us maintain our impressive research profile and help us retain our outstanding faculty members.

EXECUTIVE MBA GOES TO PARIS

April in Paris! That is when our new EMBA program starts. JMSB has partnered with the Institut Français de Gestion to offer an Executive MBA program in *the city of lights*. The Institut Français de Gestion is a leader in executive and managerial education and this partnership is a great opportunity to provide management training to busy European professionals.

We have made giant strides during our first year as the John Molson School of Business. *Our New Economy Attitude* continues as we have responded to industry needs by launching several new programs and a Centre for Aviation Management Education and Research. Our *Old School Values* are still cemented in place as our programs have succeeded in attracting a record number of outstanding students.

Jerry Tomberlin Ph.D.

Dean, John Molson School of Business

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SOME MANAGEMENT CHANGES AT THE JMSB: IN AUGUST, MOHSEN ANVARI LEFT JMSB TO BECOME THE DEAN AT WEATHERHEAD SCHOOL OF MANAGEMENT AT CASE WESTERN RESERVE UNIVERSITY, HIS ALMA MATER, IN CLEVELAND OHIO. WE WISH HIM WELL. OUR DECANEL TEAM NOW COMPRISES BAKR IBRAHIM, PH.D. ASSOCIATE DEAN, HUMAN RESOURCES, GEORGE KANAAN, PH.D. ASSOCIATE DEAN, UNDERGRADUATE PROGRAMS, DANIELLE MORIN, PH.D. ASSOCIATE DEAN, GRADUATE PROGRAMS AND JERRY ROSENBLATT, PH.D. ASSOCIATE DEAN, EXTERNAL AFFAIRS AND EXECUTIVE PROGRAMS. JERRY TOMBERLIN HAS BEEN APPOINTED INTERIM DEAN. A SEARCH COMMITTEE HAS BEEN STRUCK AND IS CURRENTLY EVALUATING CANDIDATES FOR THE POSITION. WE WILL, OF COURSE, DO A FEATURE ON THE DEAN'S APPOINTMENT IN THE NEXT ISSUE OF THE NEWSLETTER.

1ST ANNIVERSARY

NOVEMBER 2000

JOHN MOLSON SCHOOL OF BUSINESS

Faculty renamed in recognition of anchor donation from the Molson family and the Molson Foundation towards a new Business School building.

GLOBAL AVIATION MBA

22 month, e-based program combines face-to-face-contact & distance ed. Offers aviation managers first class training without leaving their home-base or interrupting their careers.

UNIFORM FINAL EXAMS FOR CHARTERED ACCOUNTANTS 2000

JMSB students, Sonya Branco ranked 1st in Quebec and 2nd in Canada and Nadine Ricard placed third in Quebec.

JANUARY 2001

INTERNATIONAL MBA CASE COMPETITION - 20TH ANNIVERSARY

Student-run event drew participants from over 30 countries.

FEBRUARY 2001

KEN WOODS PORTFOLIO MANAGEMENT PROGRAM

Generous donation by former alumnus for a live portfolio management program that is student-managed.

ROYAL BANK DISTINGUISHED PROFESSORSHIP IN MARKETING

Awarded to Dr. Michel Laroche

CIBC DISTINGUISHED PROFESSORSHIP IN FAMILY BUSINESS

Awarded to Dr. Bakr Ibrahim.

AWARDS OF DISTINCTION

Honourees: Dr. Yvan Allaire, former Executive V.P., Bombardier, Heather Reisman, President and Ceo of Indigo/Chapters, Suzanne Labarge, Vice Chair and Chief Risk Officer, Royal Bank of Canada, and Brian Neysmith, Standard and Poor's.

MARCH 2001

GOODMAN INSTITUTE OF INVESTMENT MANAGEMENT

First-ever Canadian Investment Management programs that also prepare students for the CFA exams.

NED GOODMAN CHAIR IN INVESTMENT FINANCE

Awarded to Dr. Lawrence Kryzanowski.

APRIL 2001

AACSB ACCOUNTANCY ACCREDITATION AWARDED

JMSB is the 1st in Canada and 3rd outside the U.S. to earn prestigious AACSB Accountancy Accreditation.

MAY 2001

LAWRENCE BLOOMBERG CHAIR IN ACCOUNTANCY

Awarded to Dr. Michel Magnan.

JUNE 2001

EXECUTIVE MBA PROGRAM IN PARIS

Partnership with the Institut Français de Gestion.

JULY 2001

STATISTICS 2001 CONFERENCE

Co-hosted by DIS/MIS Dept.

CONFERENCE ON MANAGERIAL SIMIOTICS

Hosted by DIS/MIS Dept.

INTERNATIONAL CENTRE FOR AVIATION MANAGEMENT AND RESEARCH

Aims to bring aviation industry and educational centres than train their management closer together.

AVIATION MANAGEMENT EDUCATION AND RESEARCH CONFERENCE

Attended by high profile academics, industry & aviation association experts from around the world. Hosted by ICAMER and Aviation MBA program.

COUNCIL ON AVIATION ACCREDITATION

Establishes its international office at JMSB.

GRACE UNDER FIRE

CRISTELLE BASMAJI, PRESIDENT OF CASA

STUDENT PROFILE

When you think of the perfect profile for a business student, you need look no further than Cristelle Basmaji, the current President of the Commerce and Administration Student Association (CASA). She has all the prerequisites for success, she's bright, dedicated and committed to the success of the School and to representing undergraduate students and their needs. And, in the current context of recent controversies in the University's student government, it is rewarding to see a student representative so committed to her responsibilities and forging ahead with exciting new plans to improve the quality of student life at the John Molson School of Business.

SHE'S MAKING WAVES

Cristelle has certainly been making waves since she came to Concordia two and a half years ago. Involved in student government since her first year, she first participated in student government through the Concordia Entrepreneurship Association (CEA), acting as the Vice-President of Special Projects. There she helped to organize a speakers' series and social events where management students could network with members of the business community.

"An important part of being a business student is meeting with people who are part of the business scene. Its only by talking to people in different companies that you get to know where you'd like to work after graduation. Making networking opportunities available to business students, at all levels, is very important - that's why I got involved with CEA," says Basmaji.

A SERIES OF FIRSTS

Since her first year at Concordia, she has also been an active member of CASA Cares, a charity committee within CASA that is committed to raising money for the Children's Wish Foundation, the CURE Foundation and Centraide. Last year, as Vice-President of Human Resources for CASA, Cristelle co-organized CASA's first ever Charity Fashion Show, which drew over 600 people and raised an impressive \$6,000 for charity.

This year a major initiative for CASA and a first for the John Molson School of Business is Cristelle's brainchild, the Undergraduate National Case Competition (UNCC). This will be the first undergraduate case competition which will bring together between 20-25 schools from across Canada in a purely academic competition. It will enable undergraduate student teams to benchmark themselves against the best from across the country. With 10 schools already confirmed to attend the February 7-

SEPTEMBER 2001

9TH INTERNATIONAL RELATIONSHIP MARKETING COLLOQUIUM

Gaining and sustaining customer loyalty.

RELATIONSHIP MANAGEMENT SEMINAR

Good relationship management practices presented by benchmark company executives and internationally-renowned academics.

PIERRE SÉVIGNY INTERNATIONAL UNDERGRADUATE SCHOLARSHIPS

Scholarships renamed in honour of Pierre Sévigny.



10th event, the competition promises to be an exciting event for the student organizers and participants.

COMMITTED TO PROMOTING THE JOHN MOLSON SCHOOL OF BUSINESS

Although she was accepted to Ivy League Colleges in the U.S., such as Cornell, Cristelle chose the John Molson School of Business at Concordia University. When asked why, Basmaji responds: "When I was looking at universities, I really tried to talk to as many people as possible who were current students or alumni and I was impressed by Concordia's program. Not only did I receive positive feedback from students involved in CASA, but I was also favourably impressed by the School's reputation in the community."

Cristelle is an excellent ambassador for the School. Not only does she strongly believe in the quality of the programs, but she's clearly committed to promoting CASA and the School at every possible opportunity. At a business cocktail organized by CASA, where big companies from Montreal and Toronto are invited to attend, each association in CASA makes a presentation to these business representatives in order to outline their particular function and their objectives for the year ahead. The purpose is to promote fundraising and 'friend-raising' for both CASA and the Business School. As Basmaji sees it, "successes for the School are successes for us - the students. Part of our education is being part of the enterprise and knowing that when the 'company' is recognized, we all benefit."

FOCUSED ON SUCCESS

What makes a good leader...vision, knowledge and the support to be able to succeed. Cristelle Basmaji has all of this and more. Her personal mandate is to increase student involvement in all CASA activities as well as to create new events and services that can benefit students. She is clearly on track to accomplishing these goals and with a solid team in place, making things happen is a matter of course.

NEWLY CREATED MBA ALUMNI CHAPTER CELEBRATED

Over 150 MBA Alumni attend cocktail reception to celebrate.

OCTOBER 2001

GRADUATE CERTIFICATE IN E-BUSINESS

Technical & managerial skills essential to succeed in the e-marketplace.

EMBA RANKING

JMSB EMBA ranked 44th in the world by the Financial Times of London (UK) and 5th in Canada by Canadian Business Magazine

CRISIS IN AVIATION – DR. DALE DOREEN COMMENTS ON AN INDUSTRY HE KNOWS WELL

Cutbacks, layoffs, issues of security and government intervention, the crisis in the aviation industry triggered by the tragic events of September 11 are foremost in the minds of many. As Director of the International and Global Aviation MBA, Dr. Dale Doreen has been identified as an industry expert and has commented regularly on events surrounding aviation and the apparent financial crisis in the industry.

WHY WAS THE REACTION OF THE MARKET SO IMMEDIATE?

"The airline industry operates very differently from most other industries," says Dr. Doreen. "Management has traditionally found it very difficult to predict cycles in air travel and companies have difficulties in managing downturns in the economy. While no one could have anticipated the current situation, it's not the first time that airlines have found themselves in financial difficulties. Most airlines operate so close to the line, with a very narrow profit margin that any disruption to normal operations has significant consequences," he adds.

The cessation of air traffic altogether and the sustained slowdown that the industry has experienced over the last couple of months have proven disastrous. Generally, airlines operate on a 1-3 % profit margin, and over a 10-20 year period there is very little return on profit, so airline companies do not have a cushion to rely on in hard times. Even prior to the tragedy, airlines were feeling the pinch. With a slowdown in the economy triggered by the technology bust, air travel was already in decline. Since September 11th, demand has decreased dramatically. "The reverberations have been felt worldwide: airports, airlines, air navigational services, travel agents and airport commerce have all been severely affected," says Dr. Doreen.

WHAT NEEDS TO BE DONE?

Beyond the challenge of economic revitalization, a major issue for the aviation industry is safety and rekindling people's sense of security in the air. Many in our society have been traumatized by what happened. Is it somewhat irrelevant to emphasize the relatively small number of air incidents in relation to the thousands of flights that are made daily? Dr. Doreen recognizes that re-building the public's confidence in flying is an important challenge that faces not only airlines, but airports and governments around the world. "Air travel is international. The current crisis goes beyond the scope of individual airlines. Issues of safety and security need to be addressed at that level," says Dr. Doreen. The International Civil Aviation Organization (ICAO) recently hosted a major meeting on the question of security offering a forum for airlines, governments, airports and navigational services to discuss these issues. At the 33rd Assembly Session held in Montreal at the end of September, ICAO adopted specific resolutions to increase the safety and security of international civil aviation.

"In our GAMBA* program, our student mix is truly international and represent all areas of the aviation industry; they form a microcosm of the industry itself and offer an opportunity to discuss problems as they impact on the industry and its various parts. Learning from other students is an important aspect of our program and no doubt, there will be some interesting perspectives articulated. I am sure that the class as a whole will be able to provide some concrete solutions for our students to take back to their various companies. I look forward, as I always do, to these discussions and the debate it will bring," says Dr. Doreen.

*GAMBA: The Global Aviation MBA format combines distance education with face-to-face instruction allowing aviation professionals to complete the MBA program while maintaining a full-time position.

AVIATION @ JMSB

How have these questions impacted the Aviation MBA? This has been a tough year for aviation industries generally and the program understandably lost a few students at the last minute. "With the industry suffering financially, funds for executive education are not as available as before," says Dr. Doreen. "We expect that things will straighten out next year as the value of management education is increasingly recognized."

ICAMER – A FORUM FOR DISCUSSION

The recently launched International Centre for Aviation Management Education and Research (ICAMER)(see adjacent article) will be able to bring academics and industry experts together to examine issues related to safety as well as other management and fiscal aviation issues. "Once funding has been secured, ICAMER will be an ideal forum within which to address a diversity of issues and challenges which face the aviation industry," said Dr. Doreen. This summer ICAMER hosted the first ever Aviation Management Education and Research Conference (AMERC). It was extremely well received by academics and industry specialists in the field from all around the world. "We wanted to launch ICAMER to get a dialogue going between aviation management educators surrounding the needs of the industry and how to effectively service its management requirements. The conference was very well received and a real interest in participating in ICAMER activities was expressed by many at the conference. We hope to be able to move it to the next level, to enable a kind of academic Think-Tank for aviation management issues. In today's environment it's needed more than ever."



FACULTY PROFILE

DALE DOREEN, PH.D.

DIRECTOR OF THE INTERNATIONAL
AND GLOBAL AVIATION MBA



INTERNATIONAL CENTRE FOR AVIATION MANAGEMENT AND RESEARCH (ICAMER)



This summer, JMSB launched the International Centre for Aviation Management Education and Research (ICAMER).

The centre will advance aviation management education by promoting and funding research activities, developing and distributing teaching material, establishing standards and associations, developing and publishing academic journals, and hosting conferences and colloquia for both academia and industry.

By establishing industry partnerships, developing new, industry-specific pedagogical materials and promoting academic exchange through associations, academic journals and conferences, ICAMER will amalgamate the aviation industry with the educational centres that train their management.

IN A LEADERSHIP POSITION

JMSB is well positioned to provide the leadership and reap the benefits of this centre. Our academic expertise in aviation management combined with our Montreal location makes establishing ICAMER at our school a winning combination. Montreal is known as the hub for aviation and aeronautics so ICAMER is well situated to benefit from the confluence of resources from some of the world's leading aviation companies and international aviation associations such as IATA, ICAO, CANSO, SITA, and ACI.

Montreal's former Mayor, Pierre Bourque echoed this when he gave the keynote address at the launch luncheon sponsored by Montreal International. In his speech entitled, *Montreal and Aviation: Charting a Flight for Success*, the Mayor demonstrated the importance of Montreal as an aviation and aeronautic marketplace and outlined the potential for growth of the industry in the city.

JMSB HOSTS FIRST AVIATION MANAGEMENT CONFERENCE

The first annual Aviation Management Education and Research Conference (AMERC), held in July, brought together academics and industry specialists from around the world to discuss air travel safety, current airline industry trends, competition, mergers and alliances in the airline industry, accelerated commercialization of air navigation services as well as issues in airline marketing and aviation management pedagogy.

"This was the first international conference to focus on aviation management," said Dr. Dale Doreen, Director of the International Aviation MBA Program and conference organizer. "We have always prided ourselves on being a leader in aviation management education, and this conference was a ground breaking event. We succeeded in attracting some of the world's top aviation management specialists from leading academic institutions and associations to Montreal to discuss the key challenges and issues facing the industry today."

Speakers from the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA), the Civil Air Navigation Services Organization (CANSO) and Airports Council International (ACI), were present, along with guest speakers from Skyguide, NAV CANADA, Kuwait Airways and the Mitre Corporation.

Conference sponsors included Bombardier, CAE, HP, Pratt & Whitney Canada, Pratt & Whitney USA, PriceWaterhouseCoopers, Transport Canada, Delta Airlines, Boeing, Airbus Industries, Commair Aviation Academy and Mechtronix.

CAA COMES TO TOWN

COUNCIL ON AVIATION ACCREDITATION MOVES TO JMSB
The Council on Aviation Accreditation (CAA) held its annual meeting in Montreal and took the opportunity to announce that it has established an international office at the JMSB.

"The purpose of the CAA is to bring industry and education together to work towards advancing the quality of collegiate and university aviation programs," said Dr Robert Finkelstein, President of the CAA and professor of Aviation Science at North Shore Community College in Danvers Massachusetts.

"Establishing an International office for the Council on Aviation Accreditation at JMSB will give us an international presence, and allow the CAA to benefit from the International Centre for Aviation Management Education and Research (ICAMER) mandate to expand research and education exchange internationally."

The Council on Aviation Accreditation is a non-profit organization that meets twice yearly to set standards for, and accredit aviation programs taught in post-secondary schools. Designed by aviation educators and industry representatives, it judges the quality of aviation education programs. Through the CAA, leaders from every facet of the aviation industry come together to discuss the elements of successful aviation programs and to evaluate college and university aviation programs to assure that they adhere to rigorous academic standards while continuing to reflect the needs of the aviation industry.

Established in 1988, the goal of the Council on Aviation Accreditation is to stimulate collegiate and university aviation program excellence, self-improvement, and to establish educational quality standards. This process increases the credibility, integrity and acceptance of those programs. As a specialized accrediting organization, the CAA comprises representatives from diverse segments of the aviation world

MR. ROBERT MILTON, PRESIDENT AND CEO OF AIR CANADA, ADDRESSED CONFERENCE PARTICIPANTS AT THE AMERC LUNCHEON SPONSORED BY AIR CANADA IS SEEN HERE WITH DR. JERRY TOMBERLIN.



LOOK WHO'S TALKING...

JMSB IN THE NEWS

The John Molson School of Business has again been in the news of late with features and stories about professors at the School, new programs and special events. If we've missed something, please let us know, we can add it to our website list of media events at:

<http://www-commerce.concordia.ca/news/news/index.html>

• Research: Distinguished Professors & Chairs

On April 1, 2001 in *The Gazette* an article with a photo of Dr. Laroche was published regarding his Royal Bank Distinguished Professorship in Marketing. Titled *Honoured: Marketing Textbook Author Wins Bank Professorship* it appeared on page D2.



On July 1, 2001 a further mention in *La Presse* summarized our 4 new research positions in an article entitled *Têtes d'affiche: L'École de gestion John-Molson vient d'inaugurer deux chairs professorales de professeur distingué* on page B13.

• Executive MBA in Paris

On June 20, 2001 in *The National Post*, a brief article announcing the launch of the School's Executive MBA program in Paris appeared. Entitled, *Higher Education in Celebrated City; Concordia Partnership Offers MBAs in Paris*, it appeared on page C8.

• ICAMER & CAA

During the week of July 16th the John Molson School of Business hosted an International Conference on Aviation entitled AMERC. Mayor Pierre Bourque spoke at one event and Mr. Robert Milton CEO of Air Canada spoke at a second event. The Media covered the conference. Several articles, television and radio segments were recorded.

On July 17, 2001 in the *Montréal Métropolitain* an article entitled *Concordia accueille le Centre international de formation de l'aviation* appeared on page 3 of the newspaper.

Le Devoir also published an article entitled *L'Université Concordia inaugure un centre de recherche* on page B3.

Also, on August 4, 2001 *Les Affaires* published an article entitled *Un centre de recherche en aérospatiale voit le jour à Concordia* on page A15.

On June 17, 2001 on the radio several shows also commented on the conference and the speech made by Mr. Bourque. These included segments on CBM, CBF & CJMF.

On television, *TQS, Le Grand Journal* had a segment with interviews with Dr. Doreen and Dr. Anvari, *Montreal Ce Soir* on *CBFT* also featured the conference with interviews and segments from the mayor's speech. The conference was also mentioned on *CFCF Pulse at 6* by Mutsumi Takahashi.

• David R. Franklin Named Honorary Consul of Iceland in Montreal

On August 17, 2001 the Montréal Métropolitain published an article announcing that John Molson School of Business adjunct professor David Franklin was named Honorary Consul of Iceland *Nommé Consul D'Islande à Montréal* on page 3.

• Pierre Sévigny International Student Awards Announced

In *La Presse* on October 21, 2001 in the *Têtes d'affiche*, International student scholarships at the John Molson School of Business were named after the Honorable Pierre Sévigny *Afin de rendre hommage au colonel Pierre Sévigny* appeared on page C5.

• Aviation Issues

Dr. Dale Doreen was interviewed several times in August and in the days surrounding the tragedy of September including on *CFCF Pulse at 6* in a segment entitled *Cuts by Major American Airlines* on August 28, 2001 and on September 19 again on *CFCF Pulse at 6* regarding airlines in the U.S.

He was also interviewed on *Global This Morning Live* on September 18, regarding the Airline Industry and on *CBC Newsworld* he was interviewed by Sheri Okeke on September 13.

• Graduate Certificate in E-Business

The launch of the graduate certificate in e-business was discussed in an article entitled *Un certificat en affaires électroniques* that appeared in *Les Affaires* on October 13, 2001 on page 23.

• Executive MBA Ranked in Top 50 Worldwide in Financial Times Survey

In an article entitled *Ivey MBA program ranked 15th in world*, *The Globe & Mail* discussed the Financial Times survey and our EMBA ranking as 44th in the world, on page B12.

In *The National Post* a similar article entitled *Richard Ivey's MBA Program Best in Canada - Queen's, Concordia also make top 50 list in FT global survey* appeared on page FP1 & FP6.

On November 1, 2001, *Les Affaires* published an article entitled *Le MBA de Concordia parmi les meilleurs* on p. 34.

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ALUMNI IN THE NEWS

Every year, PROFIT, the magazine for Canadian entrepreneurs selects the PROFIT 100 that highlights Canada's fastest growing companies. Two Montreal companies led by JMSB grads made the list this year. BCE Emergis W. Brian Edwards (B.Comm '71) Vice-Chairman and CEO was ranked 16th and Peak Investment Services led by Robert Frances (B.Comm '87) came in at 61. Brian Edwards is in the Hall of Fame as it is his 7th year on the Profit 100. PROFIT also selects the "Next 100" and Mount Real Corp headed by Lino P. Matteo (B.Comm '84) ranked 112. BCE Emergis also made the Deloitte & Touche Canadian Technology Fast 50 list.

OTHER CAREER CHANGES FOR OUR ALUMNI INCLUDE:
Daniel Pharand (B.Comm '78) to Executive Vice-President, Business Development, PanGeo Pharma, Montreal.

Peter A. Crossgrove (B.Comm '61) to the Board of Bingo.com, Vancouver.

Robert Chevrier (B.Comm '64) to the Board of Directors of G.T.C. Transcontinental Group, Montreal.

Bruce Birmingham (B.Comm '70) to Chair of the Executive Council of the Canadian Bankers Association.

Sal Mariani (B.Comm '83) to Branch Manager, Scotiabank, Kirkland

Jon P. Reider (MBA '81) to Chief Operating Officer, Maison Brison, Montreal.

Richard Joly (EMBA '98) to Partner, Korn/Ferry International, Montreal.

IN ADDITION:

Gary Reinblatt (B.Comm '67, President of The Reinblatt Group Associate Consultants is on the Advisory Board of the National Awards in Governance and Jacques Menard, (B.Comm '67) and several other Loyola grads are members of the Ivey Advisory Board, for the Richard Ivey School of Business at The University of Western Ontario.

FACULTY NOTES

THE 9TH INTERNATIONAL COLLOQUIUM IN RELATIONSHIP MARKETING

JMSB hosted the 9th International Colloquium in Relationship Marketing from September 24 to 26. Despite world shattering events, speakers from Argentina, Australia, Canada, England, Finland, Germany, New Zealand, Sweden and the United States participated. They were welcomed with opening remarks by Dr. Danielle Morin, Associate Dean of Research and Graduate Programs. The work of Drs. Anne-Marie Croteau (MIS/DS), Ronald Ferguson (Management), Michèle Paulin (Marketing) and Sheila Webber (Management) were among the 40 research papers presented. The Executive MBA venue was much appreciated by the participants and the organizers wish to thank Dr. Taylor and his staff for their collaboration. In addition, Drs. David Ballantyne (Australia) and Jaqueline Pels (Argentina) conducted an excellent interactive workshop around the theme of "Where is Relationship Marketing Headed". Participants and VIP speakers were treated to an exquisite Colloquium dinner at the Montreal Museum of Fine Arts.

INTERNATIONAL BUSINESS SEMINAR IN EFFECTIVE RELATIONSHIP MANAGEMENT

A "virtual Shakespeare" presented this event as a play in three acts entitled "Effective Relationship Management or Much Ado About Everything". The play was attended by the participants of the 9th International Colloquium in Relationship Marketing, representatives of the Montreal business community, and students, staff and faculty of JMSB. The Bard's central theme was "effective management of a service organization, be it a business or a university, depends on creating customer-perceived value". Therefore, the focus must be on managing all types of relationships with the final customer, client or student as the primary focus.

In the first act Dr. Benjamin Schneider (University of Maryland) outlined the principles of a service culture and especially the importance of integrating managerial

processes with employee and customer satisfaction. In this first act, the BB&T bank of North Carolina (Steven Wiggs) and the Shouldice Hospital of Toronto (Daryl Urquhart) were shown to be two benchmark examples of real service cultures in action. In Act two, Dr. Robert Spekman (University of Virginia) highlighted the importance of managing short duration but close "interimistic" partnerships. Gaëtan Morency gave a scintillating and informative performance demonstrating the why and the

how of the Cirque du Soleil's approach to these interimistic relationships on a global basis. Act 3 saw Dr. Frank Piller (Technical University of Munich) and Dr. Evert Gummesson (University of Stockholm) explore the extremes and the possible synergy of electronic and human Customer Relationship Management. Both the Colloquium and the International Seminar were organized by Drs. Michèle Paulin, Ronald Ferguson and Clarence Bayne.

BUSINESS UNUSUAL

THE ICEMAN COMETH

Mr. David R. Franklin, a Professorial Adjunct at JMSB was recently named Honorary Consul of Iceland in Montreal. His main role as Honorary Consul will be to continue to nurture contacts between Iceland and Canada, to increase trade opportunities and to promote cultural exchange.

David, who has been teaching Business Law at JMSB since 1962, is also an attorney at the firm Franklin & Franklin. He is the founder of the Icelandic-Canadian Club of Quebec. He was also the Director of the Scandinavian-Canadian Foundation, in 1997, and Director of the Finnish Chamber of Commerce in Montreal from 1986-95. As a lawyer, Mr. Franklin has represented many important Danish and Finnish corporations and Scandinavian government agencies.

For more information about Iceland or to contact the Icelandic Honorary Consul in Montreal please call David R. Franklin at 514.935.3576

WILL WORK FOR PLEASURE

After making headlines with his research on pleasure and chocolate around St. Valentine's Day (see our last issue, p. 6), Jordan Le Bel, an Assistant Professor in our Marketing Department became a regular contributor to the French morning television show "Salut Bonjour !" on the TVA network. By the way, the show attracts close to a half-million viewers. During his segments, Jordan expounds on various pleasures and related marketing issues. His latest segments were on the pleasures of smell and on the sensuality and pleasure of glass. Who knew? A résumé of his segments may be found on his web page www.jmsb.concordia.ca/lebel.



Jordan Le Bel

AWARD-WINNING STUDENTS

Mateo Celi-Cadieux, one of our B.Comm students has won the Export Development Corporation's International Studies Scholarship which is part of the EDC's Education and Youth Employment Strategy (EYE) designed to foster an export culture in Canada. This scholarship provides Canada's most promising students an opportunity to develop careers in either international business or international relations.

Marie-Paule Giguère, a Master of Science in Administration student that is majoring in Management, won the \$5,000 Futures Fund Scholarship for Outstanding Leadership established by Canada's Outstanding CEO of the Year. Ms. Giguère's application was among 19 other impressive applications that were received by the Scholarship Selection Committee.

Jocelyne Ménard, in collaboration with Dr. Lawrence Kryzanowski, Professor of Finance, who is one of our 2001 Master of Science in Administration graduates, won the first Barclays Global Investors Canada award in capital market research, worth \$10,000. Their paper is titled "Migration Behaviour of Long -Term Bond Ratings of Canadian Corporate Issuers". Ms. Ménard is a senior research analyst in the Toronto-Dominion Bank's risk management group.

Cheng Cao, one of our MBA students has won the Robert L. Richardson Award for Excellence In International Trade Studies that was established by the Canadian Manufacturers and Exporters (CME). Mr. Cao's winning paper was entitled: "Extending RMB Loans Against Security of Foreign Exchange". It is available in English and French on the CME web site. Mr. Robert Richardson presented Mr. Cao with a plaque at the awards luncheon where Québec Finance Minister; Pauline Marois was the keynote speaker. CME's new website is: www.cme-mec.ca

KEY POSITIONS

VANDANA SHANKER IS OUR NEW PLANNING AND INFORMATION OFFICER

How would you like to have *The National Post*, *The Wall Street Journal*, *Business Week*, and *The Financial Times of London* all breathing down your neck. This is what Vandana Shanker has to deal with – sometimes on a weekly basis.

A business schools' reputation is key to its success and one measure of this success is where a business school ranks in the various media surveys. In an effort to increase JMSB's ROR – Return on Reputation and advance our goal of being ranked as one of Canada's leading business school, Vandana Shanker has been appointed to the newly created the position of JMSB's Planning and Information Officer.

"We are all working towards the same common goal – to be rated one the best business school in Canada and among the best in the world." Vandana adds, "I am excited to be part of that goal because JMSB has so much to offer. Our student population is a 'gorgeous mosaic' of multi-culturalism and multi-lingualism, our professors achieve an ideal balance between cutting edge research and dedication to teaching, and being located in Montreal is simply the icing on the cake."

SOME PERSONAL HISTORY

Vandana came to JMSB by way of New York City where she worked for Comsys Inc. as a Senior Technical Recruiter. She has been involved in executive education where she taught soft skills to highly technical professionals and was instrumental in turn-around projects for Endfield Ltd. a motorcycle manufacturer in India. Vandana obtained her BA Honours in Psychology from Delhi University and her MBA from the Leonard N. Stern School of Business at New York University.

YOUR INPUT IS VITAL – YOU ARE THE STRONGEST LINK!

One of Vandana's main responsibilities is to ensure that all the data and information required by these various business school surveys is up-to-date and submitted in a timely fashion. While this requires tremendous

CORNELIA MOLSON – NEWLY APPOINTED DIRECTOR OF ADVANCEMENT AND ALUMNI RELATIONS

A BUSINESS APPROACH TO THE BUSINESS OF FUND RAISING

"Let's face it, fund raising is a business. Where better to establish a model fundraising business than in the John Molson School of Business?" says Cornelia.

And where better to start than with our alumni, a critical resource for leadership, community involvement, and financial support. One of Cornelia's roles is to develop and support the various Alumni Associations within the Business School and have them work together with the University Community to increase our standing as a leading Business School.

As a matter of fact this has already begun. The EMBA Chapter has been active since 1987 and recently elected a new President, Robert Zbikowski (EMBA'01). The MBA Chapter of the Concordia Alumni Association was launched at a cocktail reception at the end of September at Newtown, racecar driver Jacques Villeneuve's trendy bar/restaurant on Crescent Street. The launch was organized by Anna Vera Kratochvil, President of the Chapter, along with her active executive.

Cornelia will work with the other JMSB graduate and undergraduate programs to form similar chapters in order to build on the strengths being put in place with the restructuring and expansion of the advancement and alumni relations department of the University. These strengthened relationships will permit the JMSB to meet its current challenges and others we haven't even thought of yet. Projects currently on the slate include facilities and programs that are desperately needed to keep JMSB competitive.

co-operation and co-ordination from many different areas of the Business School as well as the University as a whole, alumni have a huge role to play as well. Please remember how important this is when you are surveyed either by mail or phone. Your responses are crucial to our rankings and being ranked as a leading business school adds value to everyone's degree. Vandana can be reached at Vshanker@jmsb.concordia.ca or at 514.848.2987.

- Over \$50 million from the private sector to add to \$10 million anchor donation from The Molson Foundation for a new Business Building.

- \$1.5 million endowment to provide Ph.D. students a minimum fellowship of \$20,000 per annum.

A strong and involved alumni body is key to enhancing the reputation of any business school. This is even more important for a "newly renamed" institution such as ours as it has a direct impact on our ability to attract the best-of-the-best faculty and students, as well as increased financial support from business and government.

Cornelia is open to any creative suggestions regarding fundraising or alumni relations. She can be reached at cmolson@jmsb.concordia.ca or at 514.848.7581.

UPCLOSE AND PERSONAL

Cornelia Hingston Molson is an expert in raising funds in both the private and public sectors having been involved in structuring and financing start-ups since 1973 when she joined one of Canada's earliest venture capital firms. Her own firm, Covan Corporate Capital provides strategic planning and various forms of capital to emerging businesses. She has participated in over 40 start-up/early stage organizations. Ms. Molson serves on the Boards of numerous public and private companies and has been a Director of over 15 non-profit organizations. She obtained her MBA from Concordia in 1978.



VANDANA SHANKER
PLANNING AND
INFORMATION OFFICER

CORNELIA MOLSON
DIRECTOR OF ADVANCEMENT
AND ALUMNI RELATIONS

WE DID THE MATH! STUDENT ENROLMENTS ARE UP IN QUANTITY AND QUALITY!

QUANTITY

Program	Enrolment 2000	Enrolment 2001	% Increase
B.comm/B.admin	1167	1234	6.5%
Co-op Programs	220	251	14%
MBA	43	68	58%
EMBA	27	35	30%
All Grad Programs	180	214	18.8%
International	135	186	38%

New Programs

Enrolment 2001

Grad Certificate in e-Business	17
Goodman Institute of Investment Management	23

QUALITY

Undergraduate entrance requirement increased by one full percentage point.

GMAT score increased for the MBA program by 20 points and by 28 points for the EMBA

Over 50% of the EMBA class, and many students in e-Business and Investment Management hold either a Master's degree, graduate diploma, or professional designation.

HONOURING THE HONOURABLE

PIERRE SÉVIGNY UNDERGRADUATE INTERNATIONAL SCHOLARSHIPS

It was standing room only at the reception held for Pierre Sévigny, P.C., O.C., V.M. where colleagues, former students and friends came to pay tribute to Colonel Pierre Sévigny by naming the international undergraduate student scholarships in his honour. Dr. Lowy, Concordia's Rector and Vice Chancellor, Mrs. Lillian Vineberg, Chair of the Board of Governors, Dr. Jerry Tomberlin, Dean of JMSB and Ms. Makie Vadachino de Massy, a former student and member of the Board of Governors spoke of his commitment and outstanding contribution to the school over the years.

Capable international students, who do not necessarily have the means to study at the John Molson School of Business will be able to do so thanks to the Pierre Sévigny Undergraduate International Scholarships.

International students add to our cultural mosaic and these scholarships will be instrumental in creating long-lasting international connections for the Business School.

"Not only has Pierre been a full-time instructor at the School for the last 34 years, and is currently an Executive-in-Residence, he has also contributed enormously to our Business School through his dedication, service and devotion to the institution and to graduating outstanding students," said Dr. Jerry Tomberlin, Dean of the John Molson School of Business. As the founder of the Awards of Distinction and as one of the School's most dedicated fundraisers, Colonel Sévigny continues to be an important supporter of the Business School. Students who receive a Pierre Sévigny Undergraduate International Scholarship, will be proud to have this prestigious honour bestowed upon them."

Colonel Sévigny has been teaching in the Business School since 1967, and was appointed to the position of Executive-in-Residence with full-time teaching duties in 1982. Former Associate Minister of National Defence (1959) and member of the Privy Council, the Honourable Colonel Sévigny fought and was wounded during the Second World War. He is an officer of the Order of Canada and has received numerous military decorations including the *Virtuti Militari* from Poland, and the Croix de Guerre from France and Belgium.

186 International students were admitted for September 2001 and make up 9 % of the Business School's undergraduate student population. They come from China, Singapore, Jordan, USA, Bahrain, UAE, Pakistan, Lebanon, France, Saudi Arabia, Egypt, Morocco, Japan and Germany.



THE HONOURABLE PIERRE SÉVIGNY

DR. LAWRENCE KRYZANOWSKI THE NED GOODMAN CHAIR IN INVESTMENT FINANCE

Dr. Lawrence Kryzanowski, Professor of Finance has been appointed to the *Ned Goodman Chair in Investment Finance*, which was funded by a generous donation from Mr. Ned Goodman.

THE DONOR – NED GOODMAN

Mr. Goodman is Chairman, President and Chief Executive Officer of Dundee Bancorp Inc., and its financial service subsidiary Dundee Wealth Management Inc. He has almost four decades of investment experience and has established a reputation as one of Canada's most successful investment counsellors. He is the founder and President of the Dynamic Fund Foundation, which was the first of its kind started by a mutual fund company in Canada to help local charities. He is also the benefactor and founder of the Goodman Institute of Investment Management at JMSB where he serves as an Adjunct Professor at the Institute. Mr. Goodman has a B.Sc. (McGill), MBA (University of Toronto) and a Doctorate of Laws, *honoris causa*, by Concordia University. He has held the designation of Chartered Financial Analyst since 1967.

LAWRENCE KRYZANOWSKI – A PASSION FOR FINANCE

Dr. Lawrence Kryzanowski is an active educator, mentor, consultant and expert witness in financial services, including investment management, risk pricing and management, and regulation and operations of global financial markets, institutions and participants. He has written 8 texts and 80 refereed articles (e.g., in *J. of Finance*, *JFQA*, and *J. of Money, Credit & Banking*).

He is first recipient of *Prix ACFAS/Caisse de dépôt et placement du Québec (1996)*, the inaugural recipient with co-authors of the *BGI Canada Award and OSFI Award* for excellence in research on capital markets and on regulation of financial institutions, respectively. His eleven other paper awards for co-authored work are from the *Multinational Finance J* and various North American academic conferences.

His professional education activities for Institute of Canadian Bankers include development of two courses (and texts), *Business Solvency Risk Analysis & Investment and Portfolio Management*, and their delivery in Canada, Mexico and China. His completed consulting assignments include well-known federal government entities (e.g., Finance, CDIC, CMHC & OSFI) and private-sector entities (e.g., Hydro Quebec, National Bank, and Royal Bank). He joined the Finance Department at Concordia in 1972.

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MR. NED GOODMAN
CHAIRMAN, PRESIDENT AND
CHIEF EXECUTIVE OFFICER OF DUNDEE
BANCORP INC.



DR. LAWRENCE KRYZANOWSKI, PH.D.
PROFESSOR OF FINANCE
NED GOODMAN CHAIR IN INVESTMENT FINANCE



DR. MICHEL MAGNAN THE LAWRENCE BLOOMBERG CHAIR IN ACCOUNTANCY

A major donation from businessman, Mr. Lawrence Bloomberg, has led to the establishment of *The Lawrence Bloomberg Chair in Accountancy*. Dr. Michel Magnan is the first appointee.

THE DONOR – LAWRENCE BLOOMBERG

Mr. Bloomberg is a Director and Advisor of The National Bank of Canada and past Co-Chairman and Co-CEO of National Bank Finance. Mr. Bloomberg has been a Vice President and Director at Nesbitt, Thomson and Company Ltd. and at Pitfield, Mackay, Ross and Company Ltd. before founding First Marathon in 1979. In August 1999, First Marathon Inc. merged with Levesque Beaubien Geoffrion, the brokerage arm of the National Bank of Canada to create National Bank Financial. Mr. Bloomberg is a Chartered Financial Analyst. He holds a B. Comm. from Concordia University (Sir George Williams) and an MBA from McGill University. He is also a recipient of an Honorary Doctor of Laws from Concordia University.

MICHEL MAGNAN – ACCOUNTING FOR SUCCESS

Dr. Michel Magnan research activities revolve around financial statement analysis, performance and compensation management, corporate disclosure strategies and environmental and ethical issues in accounting and auditing. His research findings have been published in leading academic and professional journals.

Funding for his research has been obtained from the SSHRC, FCAR, CGA Research Foundation, CAAA and some private sector organizations. In addition, he is the co-author of an accounting theory textbook and of an advanced financial accounting casebook. His teaching encompasses managerial as well as financial accounting.

He has been involved in the supervision of Ph.D. and M.Sc. students in all four Montreal universities and has worked with the CA profession in the development of a new competency-based student education program. He is currently Associate Editor of *Contemporary Accounting Research*, a top-tier accounting journal. Michel taught at École des HEC for five years before he joined JMSB.

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MR. LAWRENCE BLOOMBERG
DIRECTOR AND ADVISOR OF
THE NATIONAL BANK OF CANADA

DR. MICHEL MAGNAN, PH.D.
PROFESSOR OF ACCOUNTANCY
LAWRENCE BLOOMBERG CHAIR IN ACCOUNTANCY



MENTORSHIP HAS ITS REWARDS: KENNETH W. WOODS INVESTS IN TALENT

Although golf clearly has a persuasive hold over Ken Woods – he is currently the President of the Shaunessey Golf Club in Vancouver – his real passion is investing. A 1975 graduate of the Sir George Williams MBA program, Ken Woods has gone on to a successful career in portfolio management. He is currently President of Coolwoods Investment Ltd., a company he founded in 1998 to manage private investments and stock portfolios. He also spent 20 years building up his portfolio of successes at T.A.L. Global Asset Management, a company he co-founded with three other partners in 1978. Now part of the C.I.B.C., it was one of Canada's largest investment management firms.

GIVING BACK TO THE COMMUNITY

Ken is very active in several different charities in Vancouver, where he lives, and across the country. He is a Director of the Theanon Charitable Foundation, the Flash Fund Foundation and the Arts Umbrella – developing arts education for underprivileged children and young adults. He is also a member of the Advisory Committee of Medisys Health Services in Montreal.

Building on his Chartered Accountant's degree, he is now one of seven Directors of the Canadian Institute of Chartered Accountants' *Accounting Standards Board*. Providing perspective as an investor, Ken is involved in the important process of adjusting Canadian standards of financial statement presentation towards a more international standard.

MENTORSHIP – FOREMOST IN HIS MIND

Ken's aptitude for investing and his commitment to giving back to the community have combined in an ambitious and much lauded project. The foundation of the K.W. Portfolio Management Program here at the John Molson School of Business is, thus far, a huge success. It gives a select group of undergraduate students the opportunity to manage a live portfolio of \$1 million. Real money.

The idea of mentorship and the importance of being able to make a difference in the life and career of a student are clearly important to Mr. Woods. Dr. Calvin Potter, the Chair of the Finance Department when Ken Woods was an MBA student at the School, did that for him. "Dr. Potter lit the candle. He made me realize that this is what I wanted to do," says Ken Woods. "He gave me guidance and enthusiasm for the material I was studying and set me on the path to my current career. It would be nice if we could provide that same opportunity for others," he adds.

Ken Woods was working at Northern Telecom and had been accepted at a number of MBA schools but chose Concordia. "The program at Sir George was right for me," he says. "It had the right balance of what I knew and what I needed to know and it had a practical edge to it, that I was looking for," he adds. Throughout his degree and after having graduated, Dr. Potter was a mentor to him, he recommended that Ken complete a C.A. and learn how companies work as an external auditor before launching into portfolio management. And that is what he did, with great success.

CONSTRUCTING A PORTFOLIO MANAGEMENT PROGRAM

"While I knew I wanted to give something back to my alma mater, I thought very carefully about how to do this in order to maximize the possibility of true mentorship and provide an effective framework for students to learn some very fundamental and practical investing skills," says Mr. Woods. The Portfolio Management Program that has been set up with Mr. Woods' donation is now in its second year of operation and will soon be graduating its first eight Calvin Potter Fellows – graduates of the program. Ken has been very involved in outlining how the program would work, and, along with the day to day guidance of Dr. Abraham Brodt, the Director of the program, he has been instrumental in ensuring that industry involvement is maximized. "The structure of the program is very professional," claims Mr. Woods. "Students have a client committee that they report to on a regular basis made up of seasoned professionals – economists, actuaries, experienced users and very senior portfolio managers such as Tullio Cedraschi of CN Investment and Donald Walcott of BIMCOR."

ALUMNI PROFILE

Kenneth W. Woods



STAYING INVOLVED ON AN ONGOING BASIS

Mr. Woods continues to be actively and enthusiastically involved on an integral level. He receives and reads all the reports issued by the student managers and attends as many client committee meetings as possible. "The students are very bright, we expect that several of them will go directly into jobs in portfolio management from their undergraduate degree, which is quite unusual given the high level of expertise the field requires," says Mr. Woods. This will be due in large part to the specialized skills the students have learned in the program and the mentorship they have received throughout the two years of their involvement.

"We felt that it was extremely important that the students get the support they need to make investment decisions. We therefore established a network of over 23 people in various related industries who are available to meet and advise the students on a monthly basis," said Mr. Woods. "Our hope is that as they graduate and establish themselves in business, these students will also, one day, be in a position to give back to the next generation of Calvin Potter Fellows."

With the example set by Mr. Woods, we have no doubt that this will be the case.



KEEP IN TOUCH

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